Civil Service Commission
Annual Report
2005-2006

Ontario

Message from the Chair of the Civil Service Commission

I am pleased to present the Civil Service Commission of Ontario's Annual Report for 2005-06.

In last year's report, I highlighted how we had built on existing strengths in human resource management and made significant progress with the milestone of our first anniversary of operation as the Centre for Leadership and Human Resource Management (CFL/HRM).

This year, we continue to move forward on the government's modernization agenda. A modern public service is essential to achieve the vision of a modern government. To realize a modern government, we need to build a capable, innovative and engaged workforce with a focus on leadership strength. We have a strategic HR plan to guide us through the modernization journey. The HR Plan for the Ontario Public Service is driven by three vital priorities: engaging employees, attracting talent and building capacity. Supporting our HR planning efforts are critical foundations such as effective policy and legislative frameworks, meaningful workforce measures and metrics and governance structures that support delivery.

During 2005-06, the commitment to modernizing public service framed our human resource initiatives to support a public service organization that exhibits:

- Integration where needed across traditional boundaries to achieve maximum coordination, shared accountabilities and combined efforts
- Connections between people, systems and information through innovative strategies and approaches
- Professionalism and values for its people by developing their capacity to learn, lead and thrive in a changing environment.

As we reach our first year of this first three-year cycle, we have set foundations in key areas such as talent management, employee relations, learning and governance. I am confident that we are on track to achieve our overall commitment to deliver outstanding service to the public while making the Ontario Public Service an employer of choice – and the place to work.

Original signed by

Michelle E. DiEmanuele
Chair of the Civil Service Commission of Ontario

TABLE OF CONTENTS

Message from the Chair of the Civil Service Commission i

Executive Summary 1

Working Together for a Better Ontario 5
A Modern Ontario Public Service 5

Engaged Workforce a Fundamental Component of a Modern Public Service 6
2006 OPS Employee Survey 6

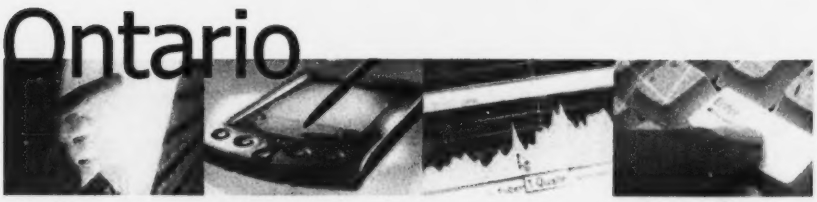
An Enterprise Human Resource Plan for the OPS 7
HR Plan Implementation 8

HR Plan Progress Report 9
1. Engaging Employees 9
Ideas, Innovation and Recognition 9
OPS Spirit 10
Performance Management 10
Organizational Health and Wellness 11
Employment Accommodation and Return to Work 11
Workplace Safety and Insurance (WSI) Management Strategy 12
WSIB Adverse Claims: Employer Representation and Advocacy 12
2. Attracting Talent 13
Recruitment Modernization 13
Youth and New Professionals 14
Total Compensation 15
Job Evaluation Systems Review 15
3. Building Capacity 16
Leader-Manager Model 16
Learning and Development 17
Harmonization of Training 17
Talent Management 18
Employee Relations 18
Union / Management Relations 18

Modern HR Foundations 20
Public Service Legislative Reform 20
HR Service Delivery Transformation Project 20
Enterprise HR Scorecard 21
Workforce Demographic Profile Reports 21

Appendix A: OPS Mission and Organizational Values 22
Appendix B: Centre for Leadership and Human Resource Management (CFL/HRM) – Ministry of Government Services: Outline of the Organizational Structure 23
Appendix C: Ontario Civil Service Commission 26
Appendix D: Enterprise HR Scorecard 28
Appendix E: Ontario Public Service Statistics 2005-06 29

Executive Summary



The Ontario government's priorities – better health, success for students, strong people, strong economy – are supported by a modernization agenda that responds to rising citizen expectations, rapid technological advances and fiscal challenges.

A modern government that is accessible, responsive, efficient, outcomes-based and transparent must:

Keep pace with the rising expectations of citizens for high-quality, cost-effective public services

Manage across boundaries and operate as one enterprise

Focus on achieving outcomes for citizens.

Measuring outcomes and driving results crosses all areas of government activity and means that budgets are built around key priorities and results. This focus requires that we define and reshape our organization as a professional service organization, whether we are advising on or executing policy, managing operations or providing direct services to citizens.

That is why we have an aggressive plan to modernize the Ontario Public Service (OPS). This plan is focused on defining our organization as a professional service organization through values, a strong service culture and support for the public servants in our organization.

A Modern Public Service
Essential to a modern OPS is a capable, innovative and engaged workforce committed to delivering quality public services. We know from national and international research that there are several factors that lead to an engaged workforce:

- Clear vision and values
- Effective leadership
- Talent management
- Flexible work environment
- Clear compensation philosophy
- Focus on career opportunities.

OPS HR Plan 2005-08
We have relied on these factors in developing a comprehensive human resource strategy for the OPS, one that addresses our demographic, recruitment and learning challenges, supports a culture of transformation, and focuses on employee engagement.

The OPS HR Plan has three priorities:

- Engage all employees to achieve organizational results
- Attract talent by gaining a competitive edge
- Build capacity to sustain a world-class organization.

The 2005-06 Civil Service Commission of Ontario's Annual Report outlines the priorities and supporting strategies in more detail.

2006 OPS Employee Survey
We recently conducted our first employee survey and gathered opinions from over 14,000 respondents (a 40-per-cent participation rate). The random sample survey was undertaken to assess the level of employee engagement by soliciting employee perception on job satisfaction, commitment to the organization and overall OPS workplace and will serve as an important benchmark.

Key survey findings will be reported in the summer/fall of 2006.

Modern HR Foundations
To deliver outstanding service to the public, we require employees who perform to their highest capacity and who are supported by modern HR foundations – right legislative framework, right structures, related delivery services, and measurement systems that support managers in leading the workforce.

Right Legislative Framework: A modern OPS requires up-to-date public service legislation that demonstrates the government's commitment to drive cultural change and support successive government agendas in years to come. Among other things, a modern Public Service Act will set high and consistent standards of honesty and integrity, maintain the ethical obligation of public servants, and modernize the legislative and policy frameworks that set out responsibilities for managing human resources.

Right Structures and Related Delivery Services: We are transforming HR service delivery by strengthening accountability and better aligning HR services with enterprise and business priorities. A new service delivery model for HR management (announced in November 2005) moves us away from "siloed" HR branches to one team focused on supporting a modern OPS. The service delivery model has three elements:

1. Strategic ministry HR services to support ministry executives in achieving results

2. Common HR services to deliver regionally-based services, supports and information

3. Centres of expertise to develop corporate policies and supports, and to deliver OPS-wide services.

Right Workforce Measures and Metrics: The OPS HR scorecard outlines enterprise-wide human resource performance measures and has been created to help determine:

Effectiveness of the OPS HR Plan

"Hot spots" in workforce management and development requiring attention.

In addition, timely and accurate workforce data are essential for telling the HR Plan's performance story. To complement the HR Plan, the *Workforce Demographic Profile* report describes the workforce and aims to provide baseline metrics that highlight workforce issues and organizational trends.

Looking Ahead

This is a time of great opportunity for public sector leadership. Our dual responsibility is to maintain the essential values and mission of a professional, non-partisan public service while championing necessary changes in our organization.

As we continue to develop integrated, process-smart and cost-effective HR programs and services, we will be on track to achieve our overall commitment – to deliver outstanding service to the public while making the OPS an employer of choice and the place to work.

Working Together for a Better Ontario

The Ontario government's priorities – better health, success for students, and strong people, strong economy – are supported by a modernization agenda that responds to rising citizen expectations, rapid technological advances, fiscal challenges, partnerships across levels of government and results-based budgeting.

The 2006 Ontario Budget is part of the government's plan to invest in the three key priorities, while making progress toward eliminating the deficit.

Today's citizens want to see results that make a difference in their lives and in their communities. The government outlined the results achieved in the second in a series of progress reports (*Progress Report 2005*; www.ontario.ca/progress). The 2005 results underscore the government's commitment to strengthen Ontario.

Ultimately, every dollar spent more effectively on administration means more money for high-priority direct service items, like health care and education. Delivering on the government's agenda requires a modern and accountable public service that is able to respond to the changing needs of the public. Central to strengthening our HR strategy and capacity is to appreciate fully what the business objectives are for the OPS and a modern government.

A Modern Ontario Public Service

A modern OPS is relevant, flexible and effective in responding successfully to the pressures of today's fast-paced world and in anticipating future challenges and opportunities. The OPS is modernizing to make its services faster, simpler, smarter and more integrated and connected than ever before.

The *Framework for Action: A Modern Ontario Public Service* sets out the plan for the OPS and modern government services. Modern governments must:

- Keep pace with the rising expectations of citizens for high-quality, cost-effective public services; manage across boundaries and to operate as one enterprise
- Focus on achieving outcomes for citizens and ensure they get value for their investment in public services; be open and transparent
- Balance accountability for outcomes with the flexibility to achieve them; nurture innovation, while managing risk
- Value people and develop their capacity to learn, lead and thrive in a changing environment.

"The public expects that governments will coordinate services not only within their own organization but with others as well. The OPS is doing just that and operating more and more as one enterprise so that we can deliver seamless, integrated services."

Tony Dean, Secretary of the Cabinet, as quoted in the *Framework for Action*, February 2006.

Engaged Workforce a Fundamental Component of a Modern Public Service

Central to modern government is ensuring we have a capable, innovative and engaged workforce committed to delivering quality public services. Organizational performance literature (e.g., Hewitt Associates, Watson Wyatt) consistently reveals employee engagement as the linchpin of *best employers*; engaging employees is the first step in sustaining a high performance workforce.

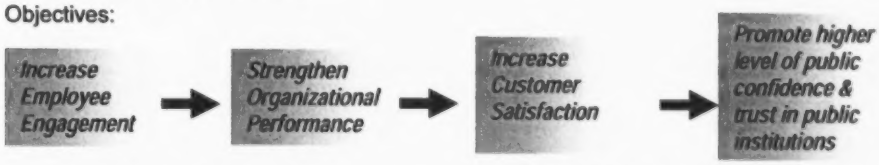
Hewitt Associates argues that engaged employees:

- Are satisfied with their job and their organization
- Feel pride in their organization
- Intend to remain with their organization
- Desire to serve and perform at high levels
- Positively recommend their organization to others
- Strive to improve their organization's results.

Research also indicates that best practice organizations regularly track and assess their performance along fundamental dimensions of leadership, customer satisfaction and employee engagement.

2006 OPS Employee Survey

Objectives:


Increase Employee Engagement
Strengthen Organizational Performance
Increase Customer Satisfaction
Promote higher level of public confidence & trust in public institutions

As a foundation for the Human Resources Plan for the OPS, we have undertaken a comprehensive survey of employee perception of critical organizational elements (such as leadership, communication, career growth opportunities) to maximize our ability to achieve business results. The multi-year survey strategy began this spring with an OPS-wide random sample survey and will expand to a census survey of our entire workforce every two years starting in 2007.

Building on the employee engagement model and common questions developed by the Public Service Commissioners' Employee Engagement Working Group, we have developed an employee engagement framework and survey questionnaire. In March 2006, we rolled out the survey to a random sample of OPS employees and received over 14,000 respondents (40 per cent participation rate) who provided opinions about job satisfaction, organizational commitment, and the overall work environment.

An Enterprise Human Resource Plan for the OPS

In November 2004, the Auditor-General of Ontario reported on an audit of HR renewal (2003-2004) and concluded that the OPS had "not sufficiently implemented the necessary renewal and revitalization strategies to achieve its goals." [1] In response, in November 2005, the Human Resources Plan for the OPS (2005 to 2008): *Reaching Higher: Today and Tomorrow* was released with clearly defined outcomes and deliverables. The HR Plan sets out an aggressive agenda for responding to the issues raised by the Auditor-General with an implementation plan spanning the next three years and beyond.

The Auditor-General's report focused on three broad themes of establishing:

1. Strong accountability frameworks and an enterprise plan to ensure policies and initiatives are implemented
2. New mechanisms for more effective service delivery
3. Stronger relationships with our bargaining partners.

We acknowledge that it will take several business cycles to address more fully and implement the recommendations, however, we have implemented a number of strategies that lay the foundation for business and structural change. These initiatives are highlighted in the 2005-08 HR Plan for the OPS and are featured in this report.

The HR Plan is directed at the strategic human resource goal of having in place dynamic and innovative people delivering quality public service. Supporting the achievement of this long-term business result are five outcomes the organization is actively pursuing:

Dynamic leadership

Learning organization

Engaging and flexible work environment

Capable and innovative workforce

Commitment to quality public service.

The HR Plan is intended to enable the OPS to achieve these outcomes. Organized around three overarching priorities – engaging employees, attracting talent and building capacity – the HR Plan is designed to guide effective workforce planning for the entire enterprise, and establish a solid foundation for the modernization and transformation of the Ontario Public Service.

[1] 2004 Annual Report of the Office of the Provincial Auditor of Ontario – November 30, 2004, p. 53 www.auditor.on.ca

The HR Plan outlines strategies to address the challenges reflected in the priority areas. The strategies, which are detailed throughout this report, include:

Engaging all employees to achieve organizational results by:

- Promoting ideas, innovation and recognition
- Improving performance management
- Promoting organizational health and wellness

Attracting talent by gaining a competitive edge by:

- Attracting talent through better recruitment
- Attracting new professionals to the OPS and keeping them
- Developing a total compensation strategy

Building capacity to sustain a world-class organization by:

- Launching a leader-manager model
- Targeting learning and development
- Designing and implementing an integrated talent management approach.

HR Plan Implementation

A working group was established in January 2006 to oversee HR Plan implementation. Consisting of representatives from the HR Plan strategies and related business units, the HR Plan Leads Forum's mandate is to coordinate strategy development, communications and implementation of HR Plan strategies. Primary objectives are to:

- Establish linkages across HR Plan strategies, related initiatives and organizational units that enable HR Plan success
- Coordinate communications and implementation of HR Plan strategies
- Identify policy implications arising from HR Plan strategy development to ensure appropriate policy solutions are developed
- Oversee evaluation of the HR Plan.

HR Plan Progress Report

Over the past year, we have been developing strategies and initiatives to advance HR Plan implementation. What follows are highlights of significant accomplishments made in achieving the HR Plan's priorities as we approach the first year of the three-year cycle.

1. Engaging Employees

An innovative and engaging work environment is created when employees have a clear understanding of how their efforts contribute to business results, and when they are provided with opportunities to innovate in supportive workplaces that recognize accomplishments formally and informally. An engaging work environment provides workplaces that are safe, promotes shared values among managers and employees, and fosters a commitment to diversity, honesty, integrity and adaptability to change. A differential approach to individual performance is recognized and reflected in compensation.

We have already discussed how we are measuring employee engagement levels. This section highlights strategies underway to maximize employees' commitment to the organization.

Ideas, Innovation and Recognition
The OPS ideas and innovation program supports the objectives of a modern OPS and is an important way we engage staff to ensure quality public services.

Building on the success of the 2003 OPS ideas campaign, we have developed an ongoing program supported by an online system that simplifies the process of submitting ideas year-round and allows our leadership to request ideas on specific topics in a timely way.

The OPS Innovation Fund continues to help foster a culture of innovation by providing seed money for innovative solutions that improve services, increase efficiencies and generate savings. In 2005, 97 proposals were received from 19 ministries and 21 were approved. As of March 31, 2006, 18 initiatives were implemented, which led to a potential annual cost savings/avoidance of $3.0 million for the OPS.

We have also developed an employee recognition policy with guidelines to ensure high quality standards and practices for formal and informal recognition. The policy and guidelines are designed to help ensure that all ministries have a formal recognition program, as well as enterprise-wide standards for:

- Employee recognition expenditures
- Formal and informal recognition programs for employee contributions and outstanding achievements
- Non-monetary awards for recognition.

OPS Spirit

ONTARIO PUBLIC SERVICE
Spirit
VOLUNTEERS
Encouraging & Recognizing OPS Employees Who Participate in Volunteer Activities

OPS Spirit is an initiative that encourages, promotes and recognizes OPS employees who volunteer outside of work hours. OPS Spirit brings employees together to build a stronger sense of community.

Each year, the OPS Spirit committee, made up of representatives from each ministry, selects an annual theme to promote volunteerism. The committee also provides information to employees who want to learn and get involved in their communities through volunteering. In 2005-06, the OPS Spirit committee launched and implemented the Support for Literacy campaign to increase the number of people volunteering with literacy organizations across the province.

Performance Management

A review of the current performance management process found that it was closely aligned with best practices, so our focus is now on improving how performance management is applied. In 2004-05 and 2005-06, the four performance-level definitions (outstanding, fully effective, conditional achievement, requires significant performance management) were strengthened and clarified. The performance-level definitions now include people-related behaviours to better support performance differentiation.

An online performance system (aligned with the talent management system) is in development for senior managers for 2007-08.

The OPS continues to implement a performance strategy for all leaders and managers that:

Engages employees in the performance management process and links to talent management

Supports the consistent, enterprise-wide application of performance ratings; a recommended distribution of the four ratings has been established:

- Outstanding — 15 per cent (not to exceed)
- Fully effective — 65 per cent
- Conditional achievement — 10 per cent
- Requires significant performance management — 5 per cent.

- Ministries are expected to achieve year-over-year progress toward meeting these guidelines

Differentiates performance by introducing levels of incentive awards within performance categories and by providing benchmarks for each category

Ensures improved compliance with policy by introducing random audits on completion of annual performance development plans and mid-year reviews

Supports managers in addressing poor performance through training programs for managers, such as the mandatory, *manager as coach* program designed to increase managers' skill and comfort in giving and receiving performance feedback.

Organizational Health and Wellness

The organizational health and wellness framework will cultivate and maintain a healthy, safe and respectful workplace and enhance employee engagement. The framework will create a vision for organizational health and wellness that is supported by a holistic, strategic, multi-year plan that yields proactive and responsive employer strategies and initiatives.

Three system elements have been identified to support organizational health and wellness:

1. Safe and healthy physical workplace
2. Supportive work culture
3. Healthy lifestyle.

The framework will be developed in 2006-2007. Work that is currently underway to enable the framework includes: improvements in attendance management, employment accommodation, return to work, smoke-free workplace policy, and the workplace safety and insurance (WSI) management strategy.

Employment Accommodation and Return to Work

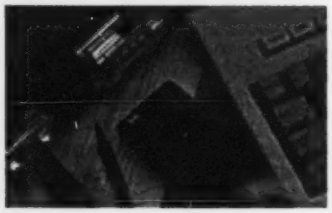
The OPS is developing a consolidated policy on how to effectively manage the safe and timely return to work and employment accommodation for its employees. While the development of an effective policy is important, consultation over the last two years has revealed that managers, employees and bargaining agents need clear, concise and readily available support materials to ensure effective and equitable policy application.

Draft materials have been provided to stakeholders for review and we will explore with bargaining agents ways to work cooperatively to meet the needs and obligations of all parties. The new policy and support materials will be released in the fall of 2006.

Workplace Safety and Insurance (WSI) Management Strategy

The WSI management strategy aims to improve how we manage claims, provide better support to injured or ill workers, and yield cost savings through efficient payment practices and earlier and safer return to work. The shift toward proactive case-management practices is based on a "four cornerstone" approach that includes:

Comment [o1]: What does this mean?



1. *Governance and accountability*: transformation of the governance structure for WSI issues in the OPS. Over the past year, meetings with the Workplace Safety and Insurance Board (WSIB) have helped resolve policy, financial and administrative issues. Ministries were also surveyed to develop several detailed submissions regarding WSIB policies.
2. *Financial practices and processes*: re-engineering WSIB financial practices. We have reduced short and long-term costs by revising business processes and removing WSIB accounts from OPS accounts that are not managed by the government.
3. *Prevention initiatives*: introduction of proactive preventive measures that promote a lower incidence of WSIB disability claims. This feature, aligned with early and safe return-to-work activities, will facilitate a reduction in lost time claims.
4. *Technology infrastructure*: over the past year, project staff re-engineered incident, claims, disability and financial business processes; completed a privacy impact assessment and threat-risk analysis; and have released a request-for-proposal to procure an enterprise-wide WSI claims management system.

Comment [o2]: This part is unclear

WSIB Adverse Claims: Employer Representation and Advocacy

A pilot project was introduced in May 2005, under the HR service delivery transformation project, to determine whether ministry clients needed a dedicated specialist resource to represent the employer and advocate on adverse claims in WSIB adjudication forums.

Results of the pilot project have been very positive:

93 cases represented – more than twice the goal

70 per cent success rate

$1.6 million cost avoidance achieved.

2. Attracting Talent

Many public services, including the OPS, are searching for ways to attract, recruit and retain the right employees, and enhance the professional quality of the public service. There is increased competition for talent, especially young people, in the private, public and non-profit sectors. This issue is a particular challenge for the public sector because younger or new professionals are not always aware of the opportunities available, therefore, not necessarily considering a public-service career.

Our focus on modernizing talent management practices includes a strategic focus on best practices in sourcing, recruiting and selecting the right candidates. Our strategies are designed to enable managers, are underscored by a comprehensive packaging of compensation and benefits, and intended to ensure the OPS has a capable and innovative workforce that is reflective of the people we serve.

This section highlights strategies underway to maximize our ability to source, attract, recruit and retain best-in-class talent.

Recruitment Modernization

In January 2006, the OPS announced a recruitment modernization strategy under the HR service delivery transformation project. The strategy has three objectives:

1. To establish enterprise recruitment centres
2. To establish permanent recruitment centres
3. To implement recruitment process improvements.

The goals of the strategy are to make the OPS a best practice recruitment organization through:

Innovative, streamlined and technology-enabled recruitment processes and practices focused on quality of hire and recruitment outcomes

Regionally based, end-to-end recruitment services for managers delivered by a community of highly skilled professional recruiters

Corporate centre of accountability for the recruitment function, focusing on a one-employer approach to talent acquisition.

A key accomplishment in 2005-06 was the Northern Recruitment Pilot. Launched in January 2005, it was set up to create a testing ground for the delivery of end-to-end recruitment support to line managers in northern Ontario. The pilot concluded on January 31, 2006 and is transitioning to a permanent regional recruitment service delivery function.

In the 12 months that the pilot has been operating, more than 650 competitions have been run, attracting more than 28,000 applications. Northern Recruitment Pilot end-to-end recruitment time is 51 days on average – significantly shorter than the 56 to 121 day OPS average, saving more than 13 hours of managers' time per competition.

Youth and New Professionals

The Youth and New Professionals Secretariat (YNPS) was introduced to provide an enterprise approach for attracting, recruiting, developing and retaining youth and new professionals to the OPS.

The strategy has three objectives:

1. *Attract*: Get the right message to the right people
2. *Recruit*: Use innovative mechanisms to bring in diverse groups of people
3. *Retain*: Develop and engage the workforce.

We have a number of pilots underway, including the OPS Learn and Work Program, a co-op education program that provides youth who have left school with the opportunity to earn high-school course credits and work experience. The Internationally Trained Internship for Professionals Program provides skills, knowledge and coaching/mentorship to those trained internationally to assist them in securing employment in their field. Other future initiatives include targeted recruitment programs for Aboriginal youth, francophone youth and persons with disabilities.

The Ontario Internship Program recruits recent college and university graduates into targeted areas of greatest need. In 2006, the OPS will hire 119 interns into business and financial planning, communications, project management (a new focus area), human resources, information technology, labour relations and policy development.

The program continues to attract young professionals to the OPS. On average, 75 per cent of interns who exit the program transition successfully to other OPS jobs.

Total Compensation
The OPS conducted a study in 2005 to help develop a total compensation strategy. The strategy is being developed and will address the organization's overall compensation philosophy for executive, management, professional and bargaining-unit employees.

Pension and benefits policy has been merged with the classification and compensation functions to put in place an organizational structure to make the strategy work. This will allow the greatest opportunity to redefine the relationship between values, skills and competencies in determining appropriate compensation.

Job Evaluation Systems Review
In collaboration with bargaining agents, the OPS is developing a number of new job evaluation plans to:

Replace outdated systems

Improve both flexibility and consistency

Gain efficiencies through simpler plans and the use of fewer and more generic job descriptions.

Three new bargaining-unit job evaluation systems are at varying stages of development:

Association of Management, Administrative and Professional Crown Employees of Ontario (AMAPCEO): The new system will cover approximately 8,000 employees in primarily policy and professional occupations. We are preparing draft job descriptions, with monetary outcomes to be addressed in the next round of collective bargaining.

Ontario Provincial Police Association (OPPA) civilian employees: Joint committees are completing work on a draft job evaluation plan, as well as the description and evaluation of about 30 reference jobs. The next step will be to gather information on all jobs and prepare and evaluate job descriptions.

Ontario Public Service Employees Union (OPSEU): Early in 2006 work began on new job evaluation plans for the two OPSEU bargaining units (Unified and Corrections). Among other initiatives, a joint committee is addressing a backlog of classification grievances while a moratorium on new classification grievances continues for the life of the current collective agreement (January 2005 to December 2008).

3. Building Capacity

Results-oriented leaders with strong people-management skills shape business direction that is aligned with Ontario's goals and priorities. At all levels, we will have a sustainable supply of leaders, from diverse backgrounds, equipped with the skills and competencies needed to meet current and emerging challenges. We will continue to foster a learning culture through enterprise-wide learning priorities and a learning infrastructure that allows us to address current and future learning needs of our people and our organization. In the OPS, we will have a workplace culture that actively supports learning.[2]

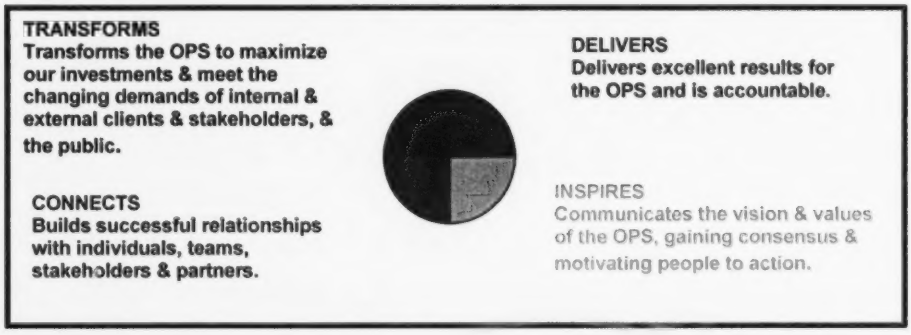
Successful relationships with our collective bargaining partners are a hallmark of effective leadership in the OPS. We continue to seek opportunities to build and enhance partnerships with our many bargaining agents to ensure we have ongoing capacity to achieve government results.

This section highlights strategies we are pursuing to build leadership bench-strength, enable the OPS to be a learning organization, and strengthen union-management relations.

Leader-Manager Model

The OPS provides a single organizational focus for promoting management/ leadership excellence. The aim is to ensure that all levels of management are both excellent managers and leaders.

During 2005-2006, the OPS introduced four leader-manager competencies – *transforms, connects, inspires and delivers* – replacing the 15 in use previously.


TRANSFORMS
Transforms the OPS to maximize our investments & meet the changing demands of internal & external clients & stakeholders, & the public.
DELIVERS
Delivers excellent results for the OPS and is accountable.
CONNECTS
Builds successful relationships with individuals, teams, stakeholders & partners.
INSPIRES
Communicates the vision & values of the OPS, gaining consensus & motivating people to action.

Every course provided by the Centre for Leadership and Learning was aligned with the competencies. The model is foundational for the OPS learning strategy by providing a curriculum that supports managerial and leadership development at all levels of the organization.

[2] HR Plan for the OPS 2005-2008

The OPS will publish a guide this summer to explain and help improve awareness of the leader-manager competency model.

Learning and Development
The learning triangle is at the core of the OPS learning strategy. It tells the story of how the key elements of the learning strategy fit together.

The strategy is an enabler of corporate directions and reflects OPS values. As described earlier, all learning is aligned with the four leader-manager competencies — transforms, connects, inspires and delivers — and focuses on the five public-service fundamentals: continual improvement, good public policy, core business focus, developing people, and personal effectiveness. The OPS will continue to implement the learning strategy in the 2006-07 fiscal year and beyond.

Harmonization of Training
Harmonization of training across the organization ensures that training funding is used efficiently, spent in critical areas, and is fully accessible to all employees. In 2005-06, we harmonized corporate training for all employees under one banner.

We have completed the design and development of an integrated learning website for corporate training courses. In May 2006, we will launch the core calendar that reflects the organization's programming priorities for staff at all levels.

We have also developed measures to track participation in training and participant satisfaction with training quality.

Talent Management
The OPS has developed a talent management approach that identifies, assesses, develops and deploys talent to ensure that leadership capability for all critical positions continues to be available and developed.

With the new talent management approach, senior management will be assessed annually on three factors:

Performance

Readiness

Willingness.

These three factors are combined to place the employee on the talent map into one of five categories: "Optimize Now", "Optimize in the Future", "Maximize", "Focus", or "Address". Building on the leader-manager competencies, learning and development strategies are then linked to these talent map categories to ensure that development is targeted to the employee's assessed needs.

The first phase of the multi-step plan will be launched in July 2006, targeting all senior managers across the enterprise. Approximately 2,500 individuals will be included in Phase 1.

Employee Relations
Eighty-five per cent of our workforce belongs to a bargaining unit. The OPS has developed an interim strategy that promotes greater use of disclosure, alternate dispute resolution mechanisms and training, as well as approaches for addressing important issues between parties in an interest based way. The Employee Relations Division concluded extensive consultation with managers and bargaining agents in January 2006 to assess the current challenges between the parties.

Union / Management Relations
In the past year, we have made significant progress in developing a more open and transparent relationship with our bargaining partners, particularly with OPSEU, our largest union.

Ontario Public Service Employees Union (OPSEU): On June 11, 2005, the government reached a historic four-year settlement that runs from January 1, 2005 to December 31, 2008. The agreement was accepted by 91 per cent of voting members during the initial stage of the bargaining process. The settlement included annual general pay increases of two per cent, 2.25 per cent, 2.5 per cent and three per cent in each respective year. In addition, there were special increases for several classifications with pay ranges that were below market comparisons.

The OPS will publish a guide this summer to explain and help improve awareness of the leader-manager competency model.

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Harmonization of training across the organization ensures that training funding is used efficiently, spent in critical areas, and is fully accessible to all employees. In 2005-06, we harmonized corporate training for all employees under one banner.

We have completed the design and development of an integrated learning website for corporate training courses. In May 2006, we will launch the core calendar that reflects the organization's programming priorities for staff at all levels.

We have also developed measures to track participation in training and participant satisfaction with training quality.

Talent Management
The OPS has developed a talent management approach that identifies, assesses, develops and deploys talent to ensure that leadership capability for all critical positions continues to be available and developed.

With the new talent management approach, senior management will be assessed annually on three factors:

Performance

Readiness

Willingness.

These three factors are combined to place the employee on the talent map into one of five categories: "Optimize Now", "Optimize in the Future", "Maximize", "Focus", or "Address". Building on the leader-manager competencies, learning and development strategies are then linked to these talent map categories to ensure that development is targeted to the employee's assessed needs.

The first phase of the multi-step plan will be launched in July 2006, targeting all senior managers across the enterprise. Approximately 2,500 individuals will be included in Phase 1.

Employee Relations
Eighty-five per cent of our workforce belongs to a bargaining unit. The OPS has developed an interim strategy that promotes greater use of disclosure, alternate dispute resolution mechanisms and training, as well as approaches for addressing important issues between parties in an interest based way. The Employee Relations Division concluded extensive consultation with managers and bargaining agents in January 2006 to assess the current challenges between the parties.

Union / Management Relations
In the past year, we have made significant progress in developing a more open and transparent relationship with our bargaining partners, particularly with OPSEU, our largest union.

Ontario Public Service Employees Union (OPSEU): On June 11, 2005, the government reached a historic four-year settlement that runs from January 1, 2005 to December 31, 2008. The agreement was accepted by 91 per cent of voting members during the initial stage of the bargaining process. The settlement included annual general pay increases of two per cent, 2.25 per cent, 2.5 per cent and three per cent in each respective year. In addition, there were special increases for several classifications with pay ranges that were below market comparisons.

Association of Law Officers of the Crown (ALOC) and the Ontario Crown Attorney's Association (OCAA): In April 2006, we will conclude a four-and-a-half-year settlement (January 1, 2005 to June 30, 2009) with the associations representing lawyers and Crown attorneys in the OPS. The agreement provides general pay increases that average 2.82 per cent each year. Benefit improvements were offset by reductions in other benefits.

Association of Professional Engineers and Architects of the Government of Ontario (PEGO): The PEGO collective agreement expired on June 30, 2005. The parties have been at the bargaining table since September 2005 and as of March 31, 2006, are being assisted by a conciliator.

Association of Ontario Physicians and Dentists in the Public Service (AOPDPS): The salary agreement with AOPDPS expired on December 31, 2004. The parties are currently in the process of selecting a chair for an interest arbitration panel to decide the matters remaining in dispute.

Ontario Provincial Policy Association (OPPA): The OPPA collective agreement expired on December 31, 2005. As of March 31, 2006, the parties are at the bargaining table, with dates scheduled throughout May 2006.

Association of Management, Administrative and Professional Crown Employees of Ontario (AMAPCEO): The AMAPCEO collective agreement expired March 31, 2006 and the parties are now negotiating a new contract. This round of bargaining will be challenging because it involves negotiating new classification pay rates based on a recent job evaluation project.

Modern HR Foundations

To deliver outstanding service to the public, we require the right talent with the right skills and right engagement levels who are supported by dynamic and effective leadership.

Enabling infrastructure is also necessary to deliver quality public service. Right structures, right service-delivery models and right measurement systems that support managers in leading the workforce are critical HR foundations being put in place to help us achieve our goals.

In this section, we highlight initiatives underway to provide the policy, structure and feedback mechanisms necessary for achieving modern government objectives.

Public Service Legislative Reform
In March 2006, the Ontario government launched consultations on a new Public Service Act. We expect that the feedback obtained through this consultation process will build and help inform a new bill that:

- Recognizes the public trust placed in public servants by setting high and consistent standards of honesty and integrity
- Maintains the ethical obligation of public servants and provides adequate support to help them uphold them
- Modernizes the legislative framework that sets out responsibilities and authorities for managing human resources in the OPS
- Demonstrates the government's commitment to drive cultural change.

It is anticipated that the Bill will be introduced in fall 2006.

HR Service Delivery Transformation Project
One of the key enablers of the OPS HR Plan is the HR service delivery transformation project. In November 2005, a new service delivery model for HR was announced. The model is comprised of three elements:

1. Strategic ministry HR services, supporting ministry executives in achieving results by translating business strategies into human resource strategies
2. Common HR services, delivering regionally-based HR services, supports and information
3. Centres of expertise, developing corporate policies and supports and delivering OPS-wide services

Comment [o3]: I don\u understand what this means

Benefits of the new service-delivery model include:

- More focused, strategic HR support in ministries to assist executives in planning for and delivering on business priorities

Better accountability, controllership and consistency for key HR functions

Provision of a full range of HR services to front-line managers in regions across the province

Process efficiencies and reduced administrative burden through integrated HR business processes and systems.

Enterprise HR Scorecard

The OPS HR scorecard outlines enterprise human resource performance measures, and has been created to guide critical workforce decision-making. It allows the organization to determine:

Effectiveness of the OPS HR Plan (through changes in levels of employee engagement, leadership, innovation and customer satisfaction)

Areas of people management that will have the greatest strategic impact on achieving government results

Where to pay attention with respect to workforce management and development.

Primary performance indicators are mapped against the three HR Plan priorities. Each indicator is intended to provide performance information on strategic initiatives driving the priority areas.

In future, the establishment of internal and external dashboards that provide deeper context for the performance story will help us assess how well we are addressing the challenges, and how the OPS compares to other organizations.

Workforce Demographic Profile Reports

Timely and accurate workforce data are essential components of the HR Plan's performance story and critical building blocks for developing effective human resource strategies, policies and programs. To complement the HR Plan, the Workforce Demographic Profile has been created to describe critical aspects of our workforce. It includes a summary of enterprise information on dimensions such as:

Appointment type

Bargaining-group representation

Age and years of service

Geographic distribution of staff

Retention and exit.

The reports are designed to show trends and include observations and analysis of data. For instance, meaningful human capital measures inform management decisions and strategic direction. The report aims to provide baseline information that highlights workforce issues, organizational trends, strengths, successes, weaknesses and vulnerabilities.

Appendix A: OPS Mission and Organizational Values
(sources: OPS HR Plan 2005-2008 and the Framework for Action, 2006)

ONTARIO PUBLIC SERVICE MISSION

Our mission is to serve the public interest and uphold the public's trust.

We support the elected government by providing Ministers with honest, impartial and objective advice.

We carry out the decisions and policies of the elected government and administer public services to the highest professional standards.

We conduct ourselves with integrity.

We exercise responsible stewardship of public resources and information.

We fulfil all our duties in accordance with the law, including the Public Service Act of Ontario, and in compliance with our Public Service Oath.

We are accountable for how we fulfil our public service roles.

OPS ORGANIZATIONAL VALUES

Trust - We act honourably and honestly in all our relationships with the people we serve, work with and who rely on us. We do our best to keep our commitments and fulfil expectations.

Fairness - We deal with others in an open, impartial and non-discriminatory manner. We ensure that the processes we use and the decisions we make are fair and seen to be fair.

Diversity - We celebrate our differences and draw on the strengths and capabilities of all of Ontario's communities. We welcome and respect divergent points of view to inform and enlighten us. We depend on and value each other.

Excellence - We strive for and recognize competence and excellence. We work hard to provide the best policy advice and the highest quality services that respond to the needs of Ontarians.

Creativity - We create new solutions by listening and learning and by being innovative and open to new ideas and approaches.

Collaboration - We work with team members, colleagues and partners to build consensus, solve problems and share responsibility.

Efficiency - We make careful, prudent and effective use of the hard-earned public dollars, assets and resources entrusted to us.

Responsiveness - We engage with clients, stakeholders, bargaining agents, the general public and our staff to find out how we can do better. We monitor and measure to make sure we are meeting our goals.

Appendix A: OPS Mission and Organizational Values
(sources: OPS HR Plan 2005-2008 and the Framework for Action, 2006)

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Appendix B: Centre for Leadership and Human Resource Management (CFL/HRM) – Ministry of Government Services: Outline of the Organizational Structure

The creation of the new Ministry of Government Services (MGS) in June 2005, consolidates the key levers of change in one enterprise ministry – with corporate HR, IT, internal and external service organizations.

The CFL/HRM and its enterprise-wide mandate continues to be a vital part of the new Ministry of Government Services with work being shared by four divisions:

- Centre for Leadership and Learning
- HR Management and Corporate Policy Division
- Employee Relations Division
- HR Service Delivery Division.

Centre for Leadership and Learning brings an enterprise-wide approach to leadership and learning programs across the OPS. In addition, the division also has responsibility for developing, governing and delivering a fully integrated learning strategy for all groups and employees in the OPS.

HR Management and Corporate Policy develops and implements human resources management strategies, policies, programs and practices that support the role of the OPS as a corporate employer. It also provides research and metrics to support HR planning, performance measurement, compensation, collective bargaining, and e-HR governance.

Employee Relations is responsible for employee/labour relations, including representing the Crown as employer for bargaining unit employees and for management of employee relations matters for non-bargaining unit staff. The division is also responsible for providing strategic support to labour relations practitioners throughout the public service, with an emphasis on training, dispute resolution models and positive union/management relations.

HR Service Delivery was established in 2005-2006 to integrate and coordinate cross-ministry HR activities to provide oversight and direction to the HR community on issues and service management. The division leads the building of the infrastructure and systems needed to support the horizontal HR service delivery organization. The division also oversees the HR service delivery transformation project, and is leading the OPS recruitment modernization strategy.

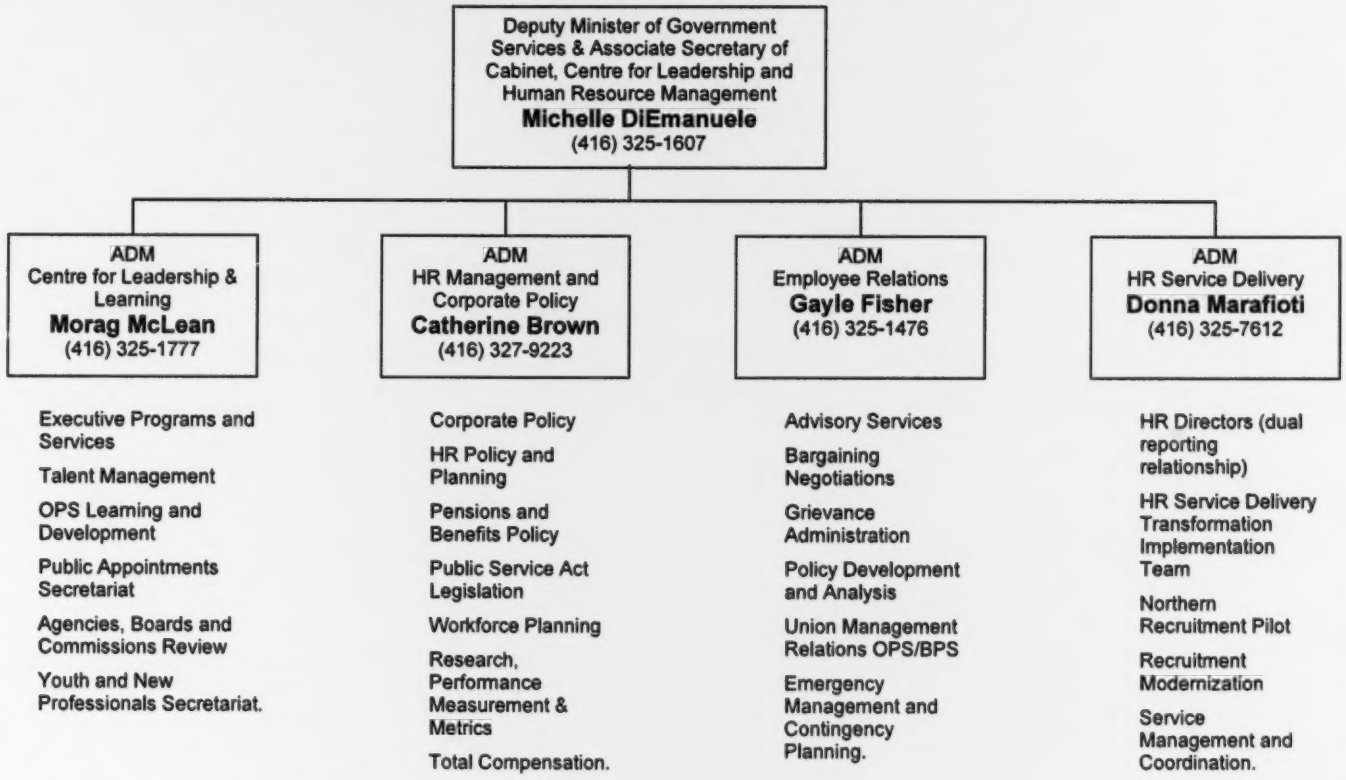
Although not part of CFL/HRM, the two Modernization areas are included for the purposes of this report, as their initiatives are highlighted within.

The Modernization Program Management Office provides strategic oversight, integration, project management, change management and enabling policy for four enterprise transformation projects that make up the "Modernization Program" – ServiceOntario; e-Ontario IT Project; Ontario shared services supply chain management project; Ontario Shared Services transactional services project.

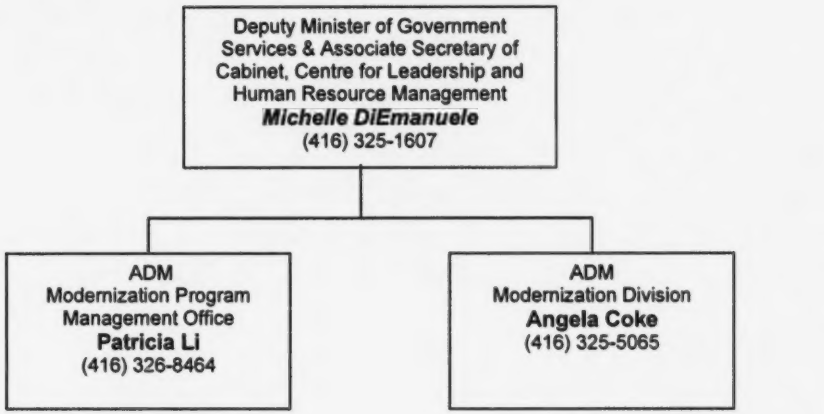
The Modernization Division builds capacity across the OPS to create and sustain transformational change and achieve modernization objectives by providing management frameworks, methodologies, tools, learning and consulting services. The Division also leads/supports Corporate programs and projects that advance the modern OPS agenda.

Organization Chart – Divisions

Centre for Leadership/Human Resources Management, Ministry of Government Services



Modernization Secretariat
Modernization Division and Modernization Program Management Office, Ministry of Government Services



Oversight and support for the Modernization Program:

Service Ontario

Ontario Shared Services
- Supply Chain Management
- Transactional Services

Information and Information Technology (e-Ontario).

Project Management Centre of Excellence

Business transformation and organizational excellence

Common service standards, customer surveying and service improvement

OPS employee engagement surveying

OPS Ideas and Innovation Program

Employee Recognition Policy and Guidelines

OPS Spirit.

Appendix C: Ontario Civil Service Commission

Civil Service Commission Mandate

Management Board of Cabinet (MBC) has overall responsibility for managing the financial, human and physical resources of the Ontario Public Service.

The Civil Service Commission (CSC) administers the Public Service Act, and reports to the Chair of MBC. The Public Service Act, the legislation covering employment in the OPS, defines the composition and establishes the statutory authority of the Commission as an independent authority and non-partisan body to oversee matters affecting employment and human resources management within the Ontario Public Service. The CSC and MBC ensure that appropriate administrative policies are in place to manage human resources.

An independent authority and non-partisan body, the Commission is responsible for ensuring the application of the merit principle within the public service, particularly in the senior management ranks.

Civil Service Commission Responsibilities and Authority

The Commission exercises important oversight functions, particularly in relation to senior levels of the organization and to operate as a regulatory body. The Commission has the powers under the Public Service Act to make regulations respecting various human resource matters subject to the approval of the Lieutenant Governor in Council. The Commission also exercises adjudicative powers in relation to the Conflict of Interest and Post-Service Directive.

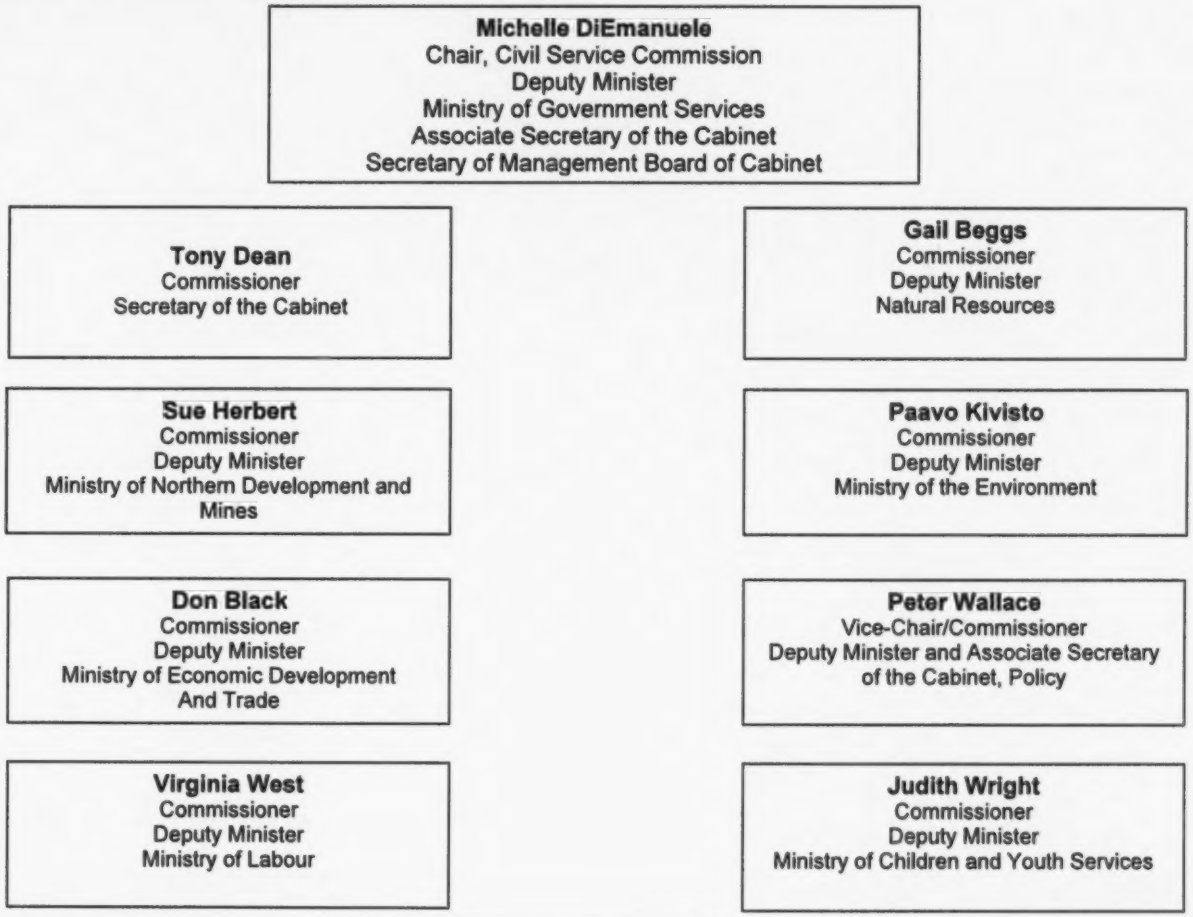
More specifically, the responsibilities of the Commission are to:

- $ Recommend regulations relating to a wide range of human resource management issues affecting salaries, classifications, recruitment, benefits and hours of work, subject to the approval of the Lieutenant Governor in Council
- $ Approve appointments, overage appointments, and assignments
- $ Consider a wide variety of staffing and recruitment actions, including salaries for individuals and appointments at the SMG3 level (*note*: authority for recruitment below the SMG 3 level has been delegated to ministries).

Some of the administrative matters, which regularly appear on the Commission's agendas include recommendation of regulations regarding the establishment of classifications and compensation for non-bargaining unit staff, approval of senior appointments and contracts, and waivers of competition. The Commission also acts as the Board of Trustees to the Ontario Government Employees' Charity Trust.

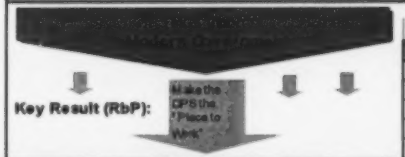
The Commission carries out its mandate in cooperation with the Centre for Leadership and Learning (CFLL) and the Executive Development Committee (EDC). CFLL provides policy advice to Management Board of Cabinet, while the Ministry of Government Services (MGS) provides the administrative support to Management Board of Cabinet. MGS also supports the government as an employer. For example, it establishes policies for managing the government's human resources, based on the regulations administered by the Civil Service Commission.

Ontario Civil Service Commission 2005-06



Appendix D: Enterprise HR Scorecard

OPS Enterprise HR Scorecard



MGS Strategic Outcome: Dynamic and Innovative People Delivering Quality Public Service

Key Measures:	FY04/05	FY05/06	FY06/07
Overall employee engagement score			
Level of employee satisfaction with senior leadership practices			
Level of employee perception of OPS as an innovative workplace			
Level of employee willingness to recommend OPS as the place to work			
% citizens satisfied with OPS service delivery (62% in 2003)			

	Priority	Strategy	Performance Measures	FY04/05	FY05/06	FY06/07
Commitment to Quality Public Service *Pride in the OPS* Engaging and Flexible Work Environment *Shared Values & High Performance*	Engaging Employees	Ideas, Innovation and Recognition	- Level of employees satisfied with recognition received for work well done - Level of employee perception of OPS as an innovative workplace - % of OPS ideas adopted and implemented - % of employee participation in the employee survey			
		Performance Management	-% of employees who have had a performance appraisal in last 12 months			
		Organizational Health & Wellness	- Average number of days of short-term sick leave usage per employee			
Capable and Innovative Workforce *Right people. Right role. Right time.*	Attracting Talent	Recruitment	- % decrease in time to hire			
		Youth and New Professionals	- % of respondents who evaluate their experience of YNPS corporately-run programs (ie. SEP, OIP, AYWEP, Learn and Work, OQEP) as "good" to "excellent." - % of respondents of YNPS corporately-run programs (ie. SEP, OIP, AYWEP, Learn and Work, OQEP) who wou			
		Total Compensation	- % salaries surveyed within +/- 10% of relevant market			
Learning Organization *Robust Learning Culture* Dynamic Leadership *Maximized Leadership Effectiveness*	Building Capacity	Leader-Manager Competencies	- % talent management Phase 1 target group assessed against the four leader-manager competencies and with learning and development plans in place - % learning and development courses that are aligned with at least one leader-manager competency			
		Learning and Development	- % respondents rating the quality of corporate learning programs as "good" to "excellent" (4 out of 5 or higher) - # of corporate course offerings provincially and by region - # of participants who attended courses and programs			
		Integrated Talent Management	- % target-group employees in the "move now" category placed within six months - % target-group employees in the "move in future" placed within one year			
		Employee Relations	- % decrease in union policy grievances - # days lost to strike or lock-out			

Appendix E: Ontario Public Service Statistics 2005-2006

Ontario Public Service Total Staff Strength (2005-2006)

Classified	53,258
Unclassified	10,065
Crown	1,170
TOTAL	**63,493**

Ontario Public Service Total Staff Strength (2005 - 2006)

		Classified	Unclassified	Crown	TOTAL
2005	April	53,226	10,962	1,147	65,335
	May	53,392	13,831	1,156	68,379
	June	53,524	15,680	1,151	70,355
	July	53,648	17,239	1,062	71,949
	August	53,740	15,405	1,065	70,211
	September	53,869	12,784	1,159	67,812
	October	53,960	11,775	1,171	66,905
	November	53,635	10,784	1,182	65,601
	December	53,641	10,619	1,188	65,448
2006	January	53,718	10,085	1,192	64,995
	February	53,793	10,498	1,195	65,486
	March	53,258	10,065	1,170	64,493

OPS Staff Strength, Classified Service, includes Ontario Provincial Police and Security Guards. For the Unclassified Service, Minister's Staff are also included. Provincial Auditor, Ombudsman, Legislative Assembly, Chief Election Officer, Ontario Lottery and Gaming Corporation, and Workers' Compensation Appeals Tribunal staff are excluded from OPS Staff Strength.

Annual Reports prior to the fiscal year, 1991-92, contained head counts of OPS employees. A part-time employee was reported as one employee regardless of hours worked. Since the 1991-92 report, hours worked by part-time employees have been converted to full-time equivalents and reported as such. Head counts are used to count full-time employees.

Employees receiving Long Term Income Protection are excluded from the Staff Strength statistics but are included in all the other tables in this report. The number of employees on Long Term Income Protection as of March 31, 2006 was 2,364.

Unclassified staff consists of full-time and part-time OPS unclassified service and Minister's staff.

Classified Service by Geographic Location Summary (2005-2006)

Eastern Ontario Planning Region	6,050
Central Ontario Planning Region	36,883
Southwestern Ontario Planning Region	5,169
Northeastern Ontario Planning Region	4,933
Northwestern Ontario Planning Region	2,577
Information Unavailable	10
***TOTAL**	**55,622**

* This number includes 2,364 employees receiving Long Term Income Protection.

Classified Service by Geographic Location (2005 - 2006)

Eastern Ontario Planning Region	
Frontenac	1,783
Hastings	316
Lanark	929
Leeds & Grenville	437
Lennox & Addington	249
Ottawa-Carleton	1,429
Prescott & Russell	185
Prince Edward	157
Renfrew	279
Stormont Dundas Glengarry	286
Subtotal	6,050

Central Ontario Planning Region	
Brant	254
Dufferin	68
Durham	2,602
Haldimand-Norfolk	426
Haliburton	74
Halton	973
Hamilton-Wentworth	1,383
Muskoka	273
Niagara	1,053
Northumberland	328
Peel	1,581
Peterborough	1,112
Simcoe	3,535
Toronto	20,622
Victoria	597
Waterloo	432
Wellington	916
York	654
Subtotal	36,883

Southwestern Ontario Planning Region	
Bruce	168
Elgin	277
Essex	644
Grey	280
Huron	267
Kent	634
Lambton	313
Middlesex	2,282
Oxford	147
Perth	157
Subtotal	5,169

Northeastern Ontario Planning Region	
Algoma	1,034
Cochrane	708
Manitoulin	59
Nipissing	1,275
Parry Sound	180
Sudbury	1,472
Timiskaming	205
Subtotal	4,933

Northwestern Ontario Planning Region	
Kenora	748
Rainy River	178
Thunder Bay	1,651
Subtotal	2,577

Information Unavailable	
No Address Information	10
Subtotal	10
TOTAL	**55,622**

Classified Service By Ministry (2005-2006)

Agriculture and Food	794
Attorney General	5,033
. Democratic Renewal	14
Cabinet Office	153
Children and Youth Services	1,829
Citizenship and Immigration	294
Community and Social Services	5,157
Community Safety	8,335
. Correctional Services	5,428
Culture	167
. Ontario Science Centre	217
Economic Development and Trade	408
. Ontario Development Corporation	2
Education	958
Energy	99
Environment	1,898
. Ontario Clean Water Agency	619
Finance	3,671
. Financial Services Commission	408
. Ontario Financing Authority	144
. Ontario Municipal Economic Infrastructure Financing Authority	20
Francophone Affairs	20
Health and Long-Term Care	5,530
Intergovernmental Affairs	46
Labour	1,407
Lieutenant Governor	2
Management Board of Cabinet	2,156
. Centre For Leadership/Human Resource Management	189
. Consumer and Business Services	1,189
Municipal Affairs and Housing	803
Natural Resources	3,117
Northern Development and Mines	413
Office of the Premier	3
Public Infrastructure Renewal	111
Secretariat Aboriginal Affairs	56
Tourism	152
. Ontario Place	47
. St. Lawrence Parks Commission	45
. Ontario Tourism Marketing Partnership Corporation	84
Training, Colleges and Universities	609
Transportation	3,995
TOTAL	**55,622**

OPP Uniformed Staff are reported in the figures for Community Safety and Correctional Services. They consist of 5,262 as of March 31, 2006.

Niagara Escarpment Commission is included in Environment.

Not all agencies and commissions are listed separately. Those unlisted are included in the associated ministries.

Classified Service by Age Intervals (2005-2006)

Under 25	376
25 – 34	8,245
35 – 44	17,262
45 – 54	21,047
55 – 64	8,601
65 and over	91
TOTAL	**55,622**

Classified Service by Staff Type (2005-2006)

Regular	51,602
Probationary	3,977
Overage	43
TOTAL	**55,622**

Classified Service By Gender (2005-2006)

Males	25,501
Females	30,121
TOTAL	**55,622**

Classified Service By Salary Intervals (2005-2006)

Salary	Total
Under $30,000	115
$30,000 - $39,999	3,856
$40,000 - $49,999	13,301
$50,000 - $59,999	10,950
$60,000 - $69,999	12,217
$70,000 - $79,999	7,391
$80,000 - $89,999	3,632
$90,000 - $99,999	1,574
$100,000 and over	2,586
TOTAL	**55,622**

Appointments to the Classified Service (New Hires and Unclassified to Classified) Full and Part Time Staff (2005-2006)

	New Hires	Unclassified to Classified
April 2005	116	202
May	109	225
June	113	189
July	111	234
August	106	184
September	118	183
October	78	178
November	59	186
December	64	152
January 2006	156	233
February	67	154
March	80	165
TOTAL	**1,177**	**2,285**

Beginning with fiscal year 2005-2006, appointments to the Classified Staff of employees from the Unclassified Staff. In former years these types of appointments were not included in the Civil Service Commission annual report.

Appointments to the Classified Service (New Hires) By Salary Intervals (2005-2006)

Under $30,000	9
$30,000 - $39,999	281
$40,000 - $49,999	181
$50,000 - $59,999	224
$60,000 - $69,999	226
$70,000 - $79,999	144
$80,000 - $89,999	62
$90,000 - $99,999	21
$100,000 and over	29
TOTAL	**1,178**

Appointments to the Classified Service (New Hires) By Age (2005-2006)

Under 25	81
35-44	392
45-54	217
55-64	53
65+	0
Total	**1,177**

Appointments to the Classified Service (Unclassified to Classified) By Salary Intervals (2005-2006)

Under $30,000	28
$30,000 - $39,999	873
$40,000 - $49,999	505
$50,000 - $59,999	441
$60,000 - $69,999	236
$70,000 - $79,999	119
$80,000 - $89,999	53
$90,000 - $99,999	13
$100,000 and over	17
TOTAL	**2,285**

Appointments to the Classified Service (Unclassified to Classified) By Age (2005-2006)

Under 25	191
25-34	1000
35-44	607
45-54	378
55-64	109
65+	0
Total	**2,285**

Appointments to the Classified Service By Appointment Type and Gender (2005-2006)

	Males	Females	Total
New Hires	**679**	**498**	**1,177**
Unclassified to Classified	**795**	**1,490**	**2,285**

Exits from the Classified Service By Salary Intervals (2005-2006)

Under $30,000	47
$30,000 - $39,999	325
$40,000 - $49,999	982
$50,000 - $59,999	531
$60,000 - $69,999	583
$70,000 - $79,999	395
$80,000 - $89,999	186
$90,000 - $99,999	72
$100,000 and over	127
TOTAL	**3,248**

Beginning with fiscal year 2005-2006, exits are being reported based upon the actual date the individual was terminated from the pay roll system rather than the date of termination. This changed approach ensures that all exits from the classified will be captured in the annual report.

Exits from the Classified Service By Age (2005-2006)

Under 25	34
25-34	519
35-44	707
45-54	899
55-64	885
65+	204
Total	**3,248**

Exits from the Classified Service By Years of Classified Service (2005- 2006)

Years of Classified Service	Exits
Less than 1 year	105
Less than 2 years	161
Less than 3 years	147
Less than 4 years	164
Less than 5 years	165
Less than 6 years	183
Less than 7 years	155
Less than 8 years	77
Less than 9 years	79
Less than 10 years	34
Less than 15 years	278
Less than 20 years	533
Less than 25 years	367
Less than 30 years	319
Less than 35 years	346
35 years or more	135
TOTAL	**3,248**

Exits from the Classified Service By Reason and Gender (2005-2006)

	Males	Females	TOTAL
Retirement	558	425	983
Dismissal	22	14	36
Release	27	33	60
Resignation	726	1,355	2,081
Death	47	41	88
TOTAL	**1,380**	**1,868**	**3,248**